

TOWN OF

A M H E R S T

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Amherst Community Services
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TOWN OF AMHERST
2011 COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING
NON SOCIAL SERVICE ACTIVITY APPLICATION

PLEASE SUBMIT SIX COPIES OF YOUR PROPOSAL

BY:

OCTOBER 29, 2010 AT 4:30 P.M.

TO:

Amherst Planning Department
Amherst Town Hall, 2nd floor
4 Boltwood Avenue
Amherst, MA 01002

2011 General Submission Requirements

All activities will be required to conform to a list of priorities that are included in the Town's Community Development Strategy, which will be the subject of a public hearing on September 28, 2010 at 5:30 p.m. in the First Floor Meeting Room of Town Hall. The CDC will review the

list of priorities at its meeting on October 12, 2010, based on input received at the public hearing on the 28th and the order may change, but the document will remain essentially the same. Please contact Town staff with any questions regarding this process.

General Application Process

As a Mini Entitlement community, Amherst must apply each year to DHCD to receive up to \$1,000,000 in Community Development Block Grant (CDBG) funding. Applications are typically due in mid-December, with the public input process beginning in late July/early August. The Community Development Committee (CDC), with assistance from Town staff, oversees the public input process by holding public hearings (at least two) and public meetings so that Amherst residents and boards & committees have an opportunity discuss priorities and target areas. The Community Development Committee also solicits proposals from the community to help determine which projects receive funding. These proposals can be submitted by various parties, including but not limited to a single individual (i.e. a developer), a Town board/ committee, or a non-profit organization. Those interested in making a funding request are encouraged to contact the Community Development Committee and Town staff.

Project Proposal Submission Guidelines (see specific application requirements below):

- Location of proposed project—is it in a Target Area or village center?
- A budget detailing the project, including total budget and all other sources of funding
- Feasibility of project—can the project be completed within the allotted time?
- A general description of the project
- Statement indicating how the project achieves national objectives (i.e. benefits the low-to-mod income population of Amherst) and the populations served.
- Demonstrate alignment with the Community Development Strategy
- Demonstrate alignment with Amherst's Master Plan
- Provide supporting documents as necessary
- Demonstrate the support of other Amherst Town stakeholders (i.e. other committee support)

Public Hearing Format - Procedure for Presenting Proposal to the CDC:

- All proposals must be written (Applicants are encouraged to meet with Town staff and the Community Development Committee prior to the public hearing to refine project proposals)
- Proposals must follow the submission guidelines and meet all criteria as stated in advance
- Presentation of proposals shall be no longer than 5-7 minutes
- Questions from the public will be heard only after all proposals are presented

AGENCY NAME: Amherst Survival Center

AGENCY ADDRESS: PO Box 9629, 1200 North Pleasant Street, North Amherst MA 01059

AGENCY PHONE NO: (413) 549-3968 x207 CONTACT PERSON: Cheryl Zoll

2011 CDBG REQUEST: \$400,000

Cover Sheet – Non-Social Service Activity

1. Project Name: Building our Future

2. Project Description (1-2 sentences)

The Amherst Survival Center is requesting \$400,000 to support a portion of our *Building our Future Project*, whose purpose is to create a new home for the Center at 138 Sunderland Road adequate to the level of community services we provide.

3. Project Location: 138 Sunderland Road, Amherst MA

4. Budget Request: \$400,000

5. Type of Activity (check one):

☒ Rehabilitation

☐ Acquisition

☐ Demolition/clearance

☐ Infrastructure

☐ Public Facility

☐ Architectural Barrier Removal

☐ Other – please explain

6. Demonstrate Consistency with Community Development Strategy

This project is in line with the following element of the Community Development Strategy:

“The Town will where appropriate use CDBG funds for renovation/rehabilitation of public facilities housing social service programs. Though this has worked well in the past, this is no longer feasible as the Town cannot continue to pay for expensive capital repairs and in the long-term, the Town will do all it can, including using CDBG funds, to help relocate these important programs by helping to purchase land or contribute to the acquisition or rehabilitation of a building suitable for this use. This includes the Amherst Survival Center.”

7. Demonstrate Consistency with Sustainable Development Principles

This project is in line with the following Sustainable Development Principle, by proposing to rehabilitate an existing site in a Village Center (North Amherst)

*“Be consistent with **Concentrate Development and Mix Uses**. Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage reuse and*

rehabilitation of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open space and homes.

In order to demonstrate consistency with this principle for Method 1, a project must:

a. Involve the rehabilitation or redevelopment of, or improvements to, vacant or occupied, existing structures or infrastructure; or

b. If new construction, contribute to the revitalization of a town center or neighborhood and/or be walkable to transit; the downtown; a village center; a school; multiple activity retail, services or employment center; or be located in a municipally-approved growth center. ”

8. Demonstrate Consistency with Target Area requirements

The proposed project is in line with the following Target Area statement articulated in the Community Development Strategy:

“Pursue economic development through infill and rehabilitation of structures, roads, and sidewalks and seeking appropriate uses and scale to reinforce and invigorate village centers, including...North Amherst Village. ”

9. National Objective

Benefit to low- and moderate-income persons Estimate the number of low- and moderate-income persons to benefit from the Project:

3000 (of which approximately 63% are Amherst Residents. We estimate that 90% of the people served by Amherst Survival Center programs are low to moderate income individuals)

Introduction:

The Town of Amherst will apply to the Mass. Department of Housing and Community Development for a 2011 Community Development Block Grant for eligible activities that provide benefit to low- and moderate-income households, with incomes below 80% of the area median income, living in Amherst (Attachment 1, income guidelines). The Town is eligible to apply for \$1,000,000, \$600,000 of which is available for non-social service activities (Attachment 2, eligible activities). (Please contact the Planning Department for details regarding the eligibility requirements). The Community Development Committee encourages applicants to contact Town staff prior to submission of applications. **All activities must be complete in 18 months (July 1, 2011 – December 31, 2012)**

After holding a public hearing on September 28, 2010, to receive input on the 2011 Community Development Strategy and list of priorities, the Community Development Committee determined that the non-social service priorities for 2011 are:

to further the goals of sustainable development and meet the goals of the community's Master Plan, with an emphasis on development and revitalization of the Town Center and village centers.

Requirements:

You must answer all questions and submit all documents for your application to be complete. Responses must be in the format below. Incomplete applications will be excluded from consideration.

Contractual Requirements

- A. Providers will be required to submit bills on a monthly basis
- B. Providers will be required to submit time sheets of all staff receiving CDBG funding
- C. Providers will be required to submit quarterly reports detailing all services provided during the reporting period including the number of clients, their income and their ethnic identity.
- D. Provider files will be reviewed to ensure that there are income-certification forms for all clients.
- E. Payment will be made based on the submission of all required information, the number of clients served and the hours worked (the provider will only receive payment for the number of clients served).

SUBMISSION REQUIREMENTS:

- A. Please submit the agency FY 10 revenue and expenditure report, the agency FY 10 current budget and a 12 month projected budget for this activity.
- B. The most recent audit if there were any findings.
- C. Organization status
- D. List of governing board members and officers, their town of residence and affiliation.

- E. Agency Organizational chart (however, the Committee still requests a copy of your program organization chart if relevant).
- F. Personnel policy
- G. Affirmative action/equal opportunity plan.

Please submit responses to the following questions:

Project Name: Building our Future Project

Project Location: 138 Sunderland Road, Amherst MA

Census Block Group: 820300-1

A. Please describe in full the project for which you are requesting funding:

The Amherst Survival Center is requesting \$400,000 to support a portion of our *Building our Future Project*, whose purpose is to create a new home for the Center adequate to the level of community services we provide.

The Amherst Survival Center now operates out of four basement rooms in an old elementary school in North Amherst, rooms that have long been inadequate for the range and scope of services we offer. The demand for Survival Center services is increasing at over 20% per year. Much of that increase is coming from the working poor and immigrant populations in Amherst and the surrounding area.

To fulfill our mission effectively while meeting the dramatically increased demand for services, a move into a larger facility is imperative. To that end, we have purchased the former Rooster's Restaurant, at 138 Sunderland Road in Amherst. Our plan is to renovate and build on to the old restaurant to create an energy-efficient, environmentally-friendly, handicap accessible building, which would include:

- A kitchen adequate to preparing meals daily for 100 people, and a cafeteria large enough to seat them, with space for families and young children. Our busy dining area, which serves both lunch and dinner, and hosts a dozen families during our bi-monthly "Family Night," currently averages 50 people per meal in a space that seats only 20. At times, we serve as many as 80. We have heard from many more clients, particularly families, that they would utilize this service if there were adequate space for them to sit and eat with their children.
- A health clinic with sufficient space for two providers to see 20-25 patients weekly. We currently serve almost 425 clients, and are growing at an average rate of 4% each month. The lack of dedicated examining rooms limits physicians to an average of only 10 visits per week.
- A Food Pantry with the capacity to serve 1,400 households annually. We currently serve over 1,000 households, a number which already exceeds capacity. Our rate of growth has been a steady 17% compounded annually in this area.

- An enlarged retail area that would continue to offer resources such as clothing, household goods, and furniture to clients, but that could also serve as a job-skills training center and a source of financial support toward sustaining the Center.
- Office and meeting space for collaborative partners from other agencies who provide case management as well as job and life skills workshops for homeless and low-income clients of the Center that will help move them toward economic self-sufficiency.
- Parking space for at least 40 cars so that customers, volunteers and donors can easily access Center services.

Amherst Survival Center consumers are primarily low-income, and span a broad demographic of age, ethnicity, housing and health statuses. In the last twelve months, our *Food Pantry Program*, for example, provided nutritious food for 2,568 people (unduplicated), of whom 1,691 were low-income residents of Amherst (an increase of approximately 17% over the previous year). Among Amherst residents who use the Food Pantry, 52 consumers identified themselves as homeless. At least 232 households (out of a total of 699 unduplicated households in Amherst) contain at least one disabled member, and our Free Health Clinic statistics show that at least 20% of Clinic patients are disabled by mental illness. For the vulnerable population participating in our programs, the Survival Center often stands between family stability and fracture, between hope and despair.

B. What is the community's need for the proposed project/program?

Basic needs services like ours are critical in Amherst and the surrounding area. Project Bread's 2007 annual *Status Report on Hunger in Massachusetts* names Amherst as one of thirty-five municipalities in the state with the highest concentration of hunger and poverty, along with cities such as Greenfield, Holyoke, and Springfield. The rate of free and reduced lunch usage in schools, whose cut-off is approximately double the US poverty level, provides another measure of poverty in the region. In Amherst, 29% of our elementary students, nearly one-in-three, utilize the free and reduced lunch program.¹ This is a large number of struggling families who must make dire choices between food and heat, health care and childcare, every day.

Alarming as this statistic is, it does not capture the true level of poverty in the area. The Economic Policy Institute has demonstrated that at the US poverty level (\$18,310 for a family of three), the full range of basic needs, including food, clothing, shelter,

¹ Amherst Regional Public School's 2007-2008 *State of the District Report*

transportation, health care and childcare, remains unaffordable.² A more realistic “basic needs” budget is approximately 250% of the poverty level in an area like ours, or \$46,000 for a family of three, requiring an hourly salary of over \$20/hour.³ This is out of reach for many.

Amherst’s Master Plan has identified as a goal that the town should “provide community services to meet the needs of all residents.” Since 1975, the Center has been doing just that: promoting the health and well being of local residents in crisis by helping them meet their basic human needs. Created by neighbors to help neighbors, the Center originally consisted of a telephone and some storage space in the home of our founder, the late Jane Holappa. We soon moved to the Jones Library before the Town of Amherst offered us the basement of the old schoolhouse in North Amherst Center. Today, nearly thirty-five years later, we still operate in that basement. But now we provide a far greater array of services to more than 3,000 people each year through our Food Pantry, Community Kitchen, Drop-In Health Clinic, Free Store, and a variety of other supports ranging from professional counseling and job skills training to laundry and shower facilities. We do all this with an annual operating budget of \$350,000 which we maximize with substantial in-kind contributions that bring our budget closer to \$1 million.

After more than 30 years in the basement, we have become expert at “making do” – stretching, scrimping, squeezing, doubling and tripling up – always with an aim of delivering what our consumers need. Of necessity, we have been creative and flexible in maximizing the services we can provide in the room we occupy. We are stretched to the limit – beyond the limit really – of our physical space. Our Drop-In Health Clinic actually does double duty as our Executive Director’s office – triple duty if you consider that it is also our conference room. In spaces designed to store supplies we provide private consultations that touch on the most intimate details of our consumers’ lives. Our kitchen and dining room are also our fresh grocery store, our movie theater on Family Nights, and our Board meeting room. Volunteers sort donations of food and clothing in a back hallway. Our bookkeeper works in a closet. Meetings sometimes have to take place in the shower room or on the back steps.

We are proud of the compassionate, effective professional services we have been able to deliver within the significant constraints of our current home. But we believe this community – and our most vulnerable neighbors – deserve better, something more respectful, more humane than continuing to just “make do.” Rather than allow our current facility to dictate how well we can serve our community’s neediest residents, we

² Bernstein, Brocht and Spade-Aguilar (2000), *How Much is Enough? Basic Family Budgets for Working Families*

³ National Center for Children and Poverty, Columbia University

aspire to create a Center that better reflects the dignity of the people we serve and the professionalism and commitment of our staff and volunteers and the extraordinary work they perform. We have embarked on this project because we cannot allow the constraints of our physical space to place additional limits on our consumers whose lives have already become so seriously challenged.

C. Community Involvement:

In 2009, the Center's leaders began to explore options for a new facility that would respect our consumers' needs and reflect the quality of our services. Our Board engaged outside counsel to evaluate the Center and create an action plan to make such a major initiative successful. Our work has included engaging community and business leaders with expertise in real estate, construction, financing and law related to creating a new facility. In the winter of 2010, our Facilities Planning Committee identified an opportunity that the Survival Center's leadership believed represented the best option for our new home. The site—a North Amherst property at 138 Sunderland Road (formerly Rooster's Restaurant) – was purchased in June 2010.

Rooster's met almost all of the criteria established by the Facilities Planning Committee. These include:

a. Cost effectiveness:

- The property was reasonably priced (\$265,000)
- The existing building provides some infrastructure that will reduce overall costs of construction

b. Location:

- The property is located in the North Amherst Village Center, very close to our current location

c. Transportation:

- The site is large enough to have adequate parking facilities
- The site is public-transportation accessible

d. Mission and operations:

- The site can be renovated and built upon to permit services to be on one level
- The site tested well with clients, volunteers and the public

While the property will require considerable renovation and additions, it will allow us to double our space to about 7,000 square feet. It offers an existing institutional kitchen and sufficient land for expansion, as well as potential access by foot, bus, bicycle and car. We also value the opportunity to rehabilitate an existing structure reflecting our

organization's commitment to making the most from our community's existing assets. Most importantly, we now have the opportunity to create a new Center that is designed and built around the needs of our community.

Define the process that will be used to maintain involvement of the project beneficiaries in the implementation of the project.

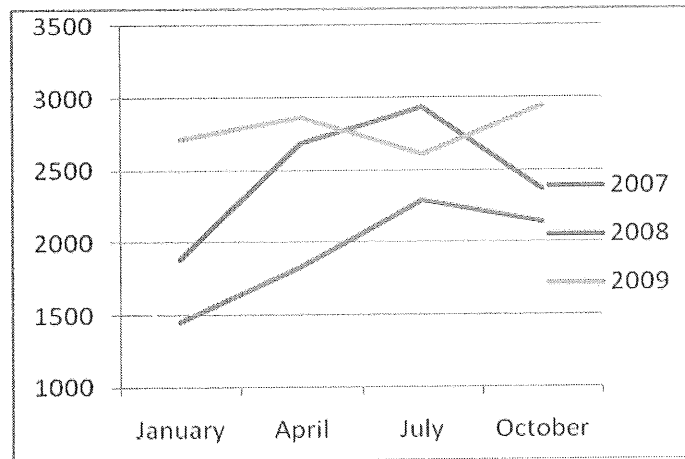
The Amherst Survival Center's mission has always been to provide food, health care, clothing and community through volunteer efforts. The success of this project, like that of all our other programs, is largely due to the outpouring of volunteer involvement by non-consumers and consumers alike. Our sustained history of volunteer efforts serves both to lower costs significantly and to more fully engage the whole community in every aspect of the project.

D. Project Feasibility

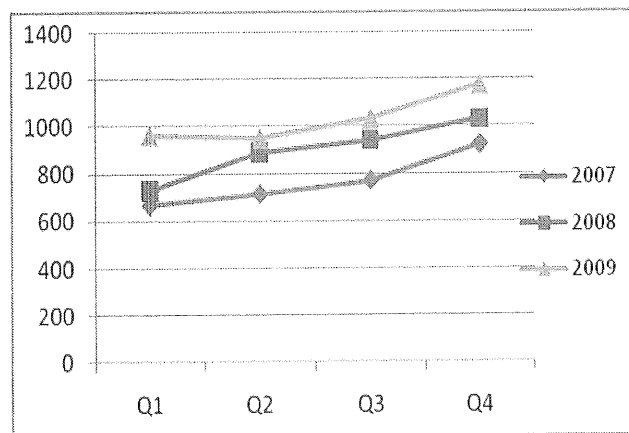
1. What evidence is there that people will participate in this project?

It is well established that the Amherst Survival Center, even in its present location, is heavily utilized by the community. We currently serve over 3,000 people each year, approximately 65% of whom are Amherst residents. Between 2007 and 2009, we saw a 34% increase in use of our food pantry and a 44% increase in the number of lunches served. Overall, the number of client visits to the Center for all services has nearly doubled in the last two years, and it continues to rise.

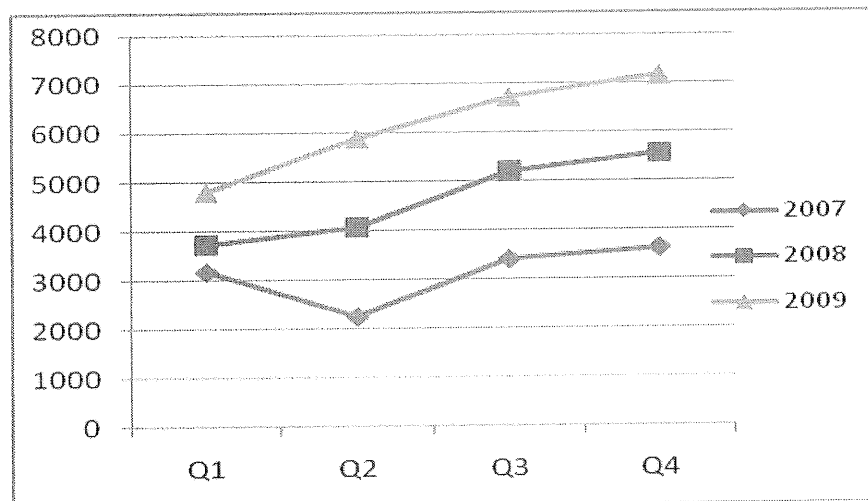
TABLE I
Number of meals served



Number of households served by the Food Pantry



Number of client visits (all services):



There is every reason to believe that utilization of the Center will increase in the new location. The new site is very close to our present one, and it is equally accessible to clients. Increased space will also mean increased services, both in terms of enhancement of our core programs and greater collaboration with other area agencies. The improved atmosphere and additional programming is certain to draw even greater numbers of low-income residents to the Center.

2. Identify the roles and responsibilities of all personnel involved in the project as well as internal controls.

- Executive Director (Cheryl Zoll) oversees and manages the organization while leading the capital campaign
- Board President (Jan Eidelson) oversees fund-raising and building committees for the project
- The Building Committee (Barry Roberts, Jan Eidelson, Kay Fite, Carol Johnson) oversees all aspects of the building project
- Ford-Gillen Architects are in the process of creating architectural plans for the new building
- KirschLeuch Consulting are advising the Amherst Survival Center on capital campaign strategies and logistics

3. *Citing past accomplishments, document that the agency has the necessary past expertise to conduct the activity and has successfully completed past activities in a timely manner.*

One of the participants in our recent feasibility study remarked that "Sometimes in town there is much talk and little action. The Amherst Survival Center is action."

The performance of the Center over the last few years in particular has shown that we do know how to get things done. 2007 was a watershed year for the Amherst Survival Center. For over two decades, since 1975, the Center had thrived under the leadership of its original director. A few years ago, however, it became clear that a new style of leadership was required to bring the operations of the Survival Center in line with current standards and expectations. The resulting transition brought in new staff accompanied by significant turnover and new executive leadership on the Board of Directors.

As a result of this transition, the Center has been transformed into a model community-based agency providing critical services with a high level of professionalism. Last year,

the Center was among only five service agencies across the state to receive the 2009 *Peer Provider Award* from the Providers' Council 34th Annual Convention & Expo in Boston. More recently, the Food Bank of Western MA recognized the Center's accomplishments by inviting our Executive Director to be part of a panel on "Non-Profit Best Practices" at the annual *Hunger Summit* in Springfield.

An even stronger source of evidence of the Center's ability to conduct successful projects in a timely manner is our sustained success in fundraising from competitive sources both locally and across the state. In the last three years, for example, the Survival Center has received multiple grants from a variety of funders including the United Way of both Hampshire and Franklin Counties, the Community Foundation of Western MA, The Women's Fund of Western MA and the Massachusetts Attorney General's office, among many others.

With all this in place, the Amherst Survival Center is in a very strong position now to undertake this vital expansion. We have a 35-year history of providing for comprehensive basic needs, and our range and approach to services is unique in the Amherst area. Moreover, we have an outstanding track record in building relationships with partners and collaborators to offer comprehensive coordinated services that help clients move toward self-sufficiency. Our extensive community connections allow us to leverage funds to provide services worth three times the dollar amounts we spend on them.

4. Please submit a program budget that includes all sources of revenue and all expenses.

Program budget is attached.

5. If applicable, describe and document the availability and source of matching or other funds needed to complete the project

As with all programs at the Amherst Survival Center, project support involves a diverse set of fundraising strategies (see table below). In general, 50% of all program expenses across-the-board are raised from individual donors. The table below, taken from our Project Budget, shows that we will seek matching funds from both foundations and individual donors to finance the building project. Of the \$1,735,570 needed, we have so far raised close to \$500,000.

| | | |
|--|---------------------|-----------|
| Income | | |
| Center financing of purchase from reserves and FY10 Capital Campaign Contributions | \$ 265,000 | confirmed |
| CDBG 2011 | \$ 400,000 | |
| CDBG 2010 (Architectural Fee Support) | \$ 75,000 | confirmed |
| Capital Campaign Contributions Received | \$ 40,570 | |
| Capital Campaign Pledges Received | \$ 355,000 | |
| Capital Campaign Contributions To Raise | \$ 450,000 | |
| The Beveridge Foundation | \$ 50,000 | pending |
| Kresge Foundation | \$ 100,000 | pending |
| Total Income | \$ 1,735,570 | |

6. Timeline

Thanks to higher levels of community support, our own sound fiscal practices, and the cooperation of the seller, the Center acquired the property at 138 Sunderland Road in June 2010. We have engaged a local architect to develop plans for rehabilitating the current building and creating additional new space. Together, the refurbished building and the newly created adjacent space will launch the second generation of the Amherst Survival Center, grounded in our founding values and dedicated to better serving the current and emerging needs of our most vulnerable neighbors in Amherst and the surrounding area.

Our overall timeline is as follows:

| Task: | Status: |
|---|--|
| Develop strategic vision and rationale for new Center | Completed by Center board and staff |
| Develop preliminary architectural plans | Completed by Kraus-Fitch Architects, Inc., January 2009 |
| Identify a site | Completed: Facilities Planning Committee formed in December 2010, identified the former Rooster's Restaurant as an ideal location. Site was purchased in June 2010. |
| Determine financial and organizational feasibility of project | KirschLeuchs consulting completed Center internal organizational audit July 2009 and external feasibility study September 2010. They concluded that the Center could reasonably raise \$1.2 million dollars from businesses and individuals. |
| Begin "quiet phase" of capital campaign, including grant applications | October 2010 |
| Launch "public phase" of capital campaign | June 2011 |
| Break ground | Fall 2011 |
| Complete Project | December 2012 |

E. Impact

In undertaking this project, the Amherst Survival will take a giant step toward realizing a major goal of the Master Plan: to provide for all by helping low-income Amherst residents meet their immediate basic needs and by building a path to a more secure future for clients and their families.

This project will create a Survival Center that enables us to deliver services even more professionally, skillfully, and compassionately. Large program spaces will enable us to meet growing needs for our food programs and envision how we can best respond as effectively to new, emerging needs among our most vulnerable populations. Smaller offices will allow for privacy and confidentiality in serving our consumers' most sensitive needs – comfortable rooms that allow for difficult conversations and private medical exams.

A Survival Center effectively delivering services benefits the entire community. Our extremely diverse client base includes low-income seniors, the so-called “working poor,” the homeless and many who struggle with mental illness. Working with all these groups to make sure that their basic needs are met, the Center fulfills a vital function not only for individuals and their families, but for the community at large. Schools benefit when children have enough to eat. Businesses benefit by our support of low-income workers. Our food programs and clinic promote public health by keeping everyone in the community healthy and productive.

F. Evaluation

The major goal of this project is to have completed the building by December 2012 at or below the level of expenses detailed in the attached budget. Ongoing evaluation of the project will be overseen by the Building Committee, which will develop a series of short-term goals and deadlines in conjunction with the project’s contractor to guide assessment.

G. Agency Information

The Amherst Survival Center, a non-profit organization based in Western MA, is a regional resource founded in 1975 that provides food, health care, clothing and community through volunteer efforts to over 3,000 low-income residents of Amherst and the surrounding area. The only organization of its kind in the region, we offer an Emergency Food Pantry, Soup Kitchen, Free (Thrift) Store, volunteer opportunities and an extensive referral system, all in a single location providing convenient access for people in need, including the homeless, in Amherst and the region.

Our approach begins with a broad definition of basic needs, which includes not only food and clothing, but also health care, access to entitlements, and a supportive community, created in large part by providing consumers with opportunities both to receive services and to gain skills through volunteering themselves. In addition to our core programs, our on-site resources include registration for state health insurance through Health Care for the Homeless and Tapestry, access to Salvation Army supports including prescription vouchers, and weekly counseling for mentally-ill homeless consumers through collaboration with Eliot Human Services and the Center for Human Development.

The Amherst Survival Center is the only agency in the area that provides these comprehensive basic needs services in a single location. Studies have shown that service integration of this sort “produced significant dividends in the form of reduced

duplication and waste, strengthened local communities, and improved client outcomes.”⁴

Perhaps the greatest measure of our success comes from the testimony of participants in our programs. A client recently told us the following:

The Amherst Survival Center has been a very special place for me in the past couple of years. I have found it to be an invaluable resource, both for having my family's physical needs met, but also for seeking professional and personal advice in my attempt to move up and out of hard times. I have received medical care while I have not had medical insurance, and support in trying to find a job. I have been extremely inspired by folks I have met here, both patrons and staff, and am reminded every time I enter the facility of how blessed this community is to have such a charitable resource.


⁴ Hassett and Austin (1997), “Service Integration: Something old and something new,” in *Administration and Social Work*.

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Law chapter 62C, sec 49A, I hereby certify under penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

04-2698462

Social Security or Federal I.D. number



Signature: Individual or Corporate Officer

10/22/2010

Date

PLEASE PRINT

Corporate Name: Survival Centers, Inc. (Amherst Survival Center)

Address: 1200 North Pleasant Street, P.O. Box 9629

City, State, Zip Code: North Amherst, MA 01059-9629

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this Proposal or proposal has been made and submitted in good faith and without collusion or fraud with any other person, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.

Date: 10/22/2010

A handwritten signature in cursive script, appearing to read "Ce C. Jell", is written above a horizontal line.

Signature of individual submitting Proposal or proposal

Name of Business: Survival Centers, Inc. (Amherst Survival Center)

Address of Business: 1200 North Pleasant Street, P.O. Box 9629
North Amherst, MA 01059-9629